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**THE RELATIONSHIP BETWEEN TRAINING AND  
DEVELOPMENT, JOB STRESS, PAY AND REWARD AND  
TURNOVER INTENTION IN A PRIVATE UNIVERSITY**

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**By:**

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School of Business Management

UNIVERSITI UTARA MALAYSIA

in Fulfillment of the Requirement for the Degree of

Master of Science (Management)

**Thesis Submitted to**

**School of Business Management**

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**in Fulfillment of the Requirement for the Degree of**

**Master of Science (Management)**



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## ABSTRACT

The main purpose of this research is to study the relationship between training and development, job stress, pay and reward and turnover intention in a private university. Specifically, the objectives of this study are to examine the relationships between training and development, job stress, pay and rewards and turnover intention in private university. A total of 308 questionnaires were distributed among academic staff in the private university and 186 questionnaires are successfully collected from the respondents. The data were analysed by using Statistical Package for Social Science (SPSS) version 25.0. The results of the study show that the relationship between turnover intention and training and development is weak. However, pay and reward is in the negative moderate relationship with turnover intention. As for job stress, it is in the positive strong relationship with turnover intention among the private university's academic staff. Based on the multiple regression analysis, the study found that two independent variables which are job stress and pay and reward are statistically significant while one independent variable which is training and development is not statistically significant.

**Keywords:** Turnover Intention, Training and Development, Job Stress and Pay and Reward

## ABSTRAK

Tujuan utama kajian ini adalah untuk mengenalpasti hubungan antara latihan dan pembangunan, tekanan kerja, gaji dan ganjaran, dan hasrat untuk berhenti di universiti swasta. Khususnya, objektif kajian ini adalah untuk mengenalpasti hubungan antara latihan dan pembangunan, tekanan kerja, gaji dan ganjaran, dan hasrat untuk berhenti di universiti swasta. Daripada 308 soal selidik yang diedarkan di kalangan staf akademik universiti swasta, 186 soal selidik berjaya dikumpulkan dari responden. Data yang diperoleh dianalisis dengan menggunakan versi 25.0 versi Pakej Statistik untuk Sains Sosial (SPSS). Dapatan kajian menunjukkan bahawa hubungan antara hasrat untuk berhenti dan latihan dan pembangunan adalah lemah. Waiou bagaimanapun, gaji dan ganjaran adalah dalam hubungan sederhana yang negatif manakala tekanan kerja adalah hubungan kukuh positif dengan hasrat untuk berhenti di kalangan kakitangan akademik universiti swasta berkenaan. Berdasarkan analisis regresi berganda, kajian mendapati bahawa dua pemboleh ubah bebas iaitu tekanan kerja dan gaji dan ganjaran adalah signifikan manakala satu pemboleh ubah bebas iaitu latihan dan pembangunan tidak signifikan.

Kata kunci: Hasrat Untuk Berhenti, Latihan Dan Pembangunan, Tekanan Kerja Dan Gaji Dan Ganjaran



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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

This chapter presents background of the study, statement of the problem, research questions, research objectives, significance of the study, scope of study, definition of key terms, and organization of thesis.

This study focuses on the factors affecting turnover intention in a private university. The purpose of this study is to explore the relationship between training and development, job stress, salary and reward with turnover intention among academic staff in a private university.

#### **1.2 Background of the Study**

In current trend, turnover among employees are the main issue faced by any organization. Employees tend to leave an organization for many reasons. According to Feng and Angeline (2010), turnover intention is described as the cognitive process of thinking, planning, and desiring to leave a job. Tariq & Riaz (2013) mentioned that the majority of organizations throughout the globe, not exempting advanced industrial organizations will invariably at one time or another experience high employee turnover intention. Besides, Dysvik and Kuvaas (2010) also stated that the issues of employee turnover have been recognized as a major managerial concern in all organizations. It is imperative that the organization ascertain and evaluate the impact of employee turnover intention on the organization. Accordingly, Calisir (2011) stated that an organization which encounters high employee turnover may impact the excellence and capacity of its production outcome. Other than that, each organization is competing to provide better offers and working environment to keep their talented

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# APPENDICES



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## Appendix 1 Sample of Questionnaire



Dear Respondents,

I am a Master of Science (Management) student of Universiti Utara Malaysia and currently conducting a survey on 'THE RELATIONSHIP BETWEEN TRAINING AND DEVELOPMENT, JOB STRESS, PAY AND REWARD AND TURNOVER INTENTION IN A PRIVATE UNIVERSITY' in Malaysia education sectors to fulfill the Master's requirement of the university.

I understand that your time is valuable and many demands are made upon it by your heavy workload. However, your participation in this survey, which will require only about 10-15 minutes of your time, is vital to the success of this study.

All information provided in this questionnaire will be confidential for the present study purposes only and no information pertaining to individuals will be divulged to any third person or organization. In sum, the information obtained in this study will be used purely for academic purposes only.

Should you have any queries regarding this research please do not hesitate to contact me at kaannu\_05@yahoo.com. Thank you very much for your cooperation in responding to the questionnaire. Your participation in this study is greatly appreciated.

Sincerely,  
KANAGESWARI  
MSc Management Student

## Section A – Demographic profile

Please mark (/) for your answer in the box provided.

1) Gender:

- ☐ Male
- ☐ Female

2) Age: .....

3) Race

- ☐ Malay
- ☐ Chinese
- ☐ Indian
- ☐ Others: .....

4) Nationality: .....

5) Level of Education

- ☐ Diploma
- ☐ Bachelor's Degree
- ☐ Master's Degree
- ☐ Doctoral Degree
- ☐ Others: .....

6) How long have you been working in this current university? .....

7) Monthly income:

- ☐ Below RM3000
- ☐ RM 3000.01 – RM 4000.00
- ☐ RM 4000.01 – RM 5000.00
- ☐ RM 5000.01 – RM 10,000.00
- ☐ RM 10,000.01 and more

8) My current position is

- ☐ Lecturer
- ☐ Senior Lecturer
- ☐ Associate/ Senior Associate Professor
- ☐ Professor

9) Employment

- ☐ Contract
- ☐ Permanent



## Section B – Turnover Intention

The following statement is your opinion regarding turnover intention. Please circle an appropriate answer to indicate to what degree you agree or disagree for each statement.

No.	Turnover Intention	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I do not think I will spend my entire career with this organization.	1	2	3	4	5
2.	I intend to leave this organization within a short period of time.	1	2	3	4	5
3.	I have decided to quit this organization.	1	2	3	4	5
4.	I am looking at other jobs now.	1	2	3	4	5
5.	If I do not get promoted soon, I will look for a job elsewhere.	1	2	3	4	5

## Section C – Training and Development

The following statement is your opinion regarding Training and Development. Please circle an appropriate answer to indicate to what degree you agree or disagree for each statement.

No.	Training and Development	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	My institution provides, extensive training for faculty development.	1	2	3	4	5
2.	My institution provides developmental training programs for faculty every few years.	1	2	3	4	5
3.	In my institution, there is formal developmental training to teach new faculty members the skills they need to perform their jobs.	1	2	3	4	5
4.	My institution provides, formal developmental training to faculty members in order to increase their promotion ability in this institution.	1	2	3	4	5



### Section D – Job Stress

The following statement is your opinion regarding Job Stress. Please circle an appropriate answer to indicate to what degree you agree or disagree for each statement.

No.	Job Stress	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I am pressured to work in longer hours.	1	2	3	4	5
2.	I do have unachievable deadlines.	1	2	3	4	5
3.	I have to work very fast and quick.	1	2	3	4	5
4.	I have to work intensively.	1	2	3	4	5
5.	I have to neglect some tasks because there are too much of work to do.	1	2	3	4	5
6.	I am unable to take enough rest.	1	2	3	4	5
7.	I have a choice in deciding how I do my work.	1	2	3	4	5
8.	I have a choice to decide what I should do at work.	1	2	3	4	5
9.	I am given enough support and feedback on the work that I do.	1	2	3	4	5
10.	I can rely on my head to assist me in work-related problems.	1	2	3	4	5

### Section E – Pay and Reward

The following statement is your opinion regarding Pay and Reward. Please circle an appropriate answer to indicate to what degree you agree or disagree for each statement.

No.	Pay and Reward	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I am satisfied with my total income earned.	1	2	3	4	5
2.	I am satisfied with the hourly wage that I receive.	1	2	3	4	5
3.	I am satisfied with the amount of recognition that I receive.	1	2	3	4	5

**END OF QUESTIONNAIRE**

Thank you for your valuable time and cooperation in answering these questions.



## Appendix 2 Pilot Test Results

Pilot results (40) respondents

### Turnover Intention

1 -5

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.748	.735	5

#### Item Statistics

	Mean	Std. Deviation	N
I do not think I will spend my entire career with this organization	3.28	.987	40
I intend to leave this organization within a short period of time	2.05	1.085	40
I have decided to quit this organization	1.88	1.137	40
I am looking at other jobs now	2.33	1.289	40
If I do not get promoted soon, I will look for a job elsewhere	3.13	.992	40

#### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.530	1.875	3.275	1.400	1.747	.403	5



## Training and Development

1-4

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.912	.912	4

Item Statistics			
	Mean	Std. Deviation	N
My institution provides, extensive training for faculty development.	3.35	.921	40
My institution provides developmental training programs for faculty every few years.	3.48	.877	40
In my institution, there is formal developmental training to teach new faculty members the skills they need to perform their jobs.	3.10	1.008	40
My institution provides, formal developmental training to faculty members in order to increase their promotion ability in this institution.	3.13	.992	40

### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.263	3.100	3.475	.375	1.121	.033	4

## Job Stress

1-10

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.788	.787	10

### Item Statistics

	Mean	Std. Deviation	N
I am pressured to work in longer hours.	2.25	1.056	40
I do have unachievable deadlines.	2.00	.816	40
I have to work very fast and quick.	3.20	1.018	40
I have to work intensively.	3.25	.954	40
I have to neglect some tasks because there are too much of work to do.	2.35	1.001	40
I am unable to take enough rest.	1.98	1.050	40
I have a choice in deciding how I do my work.	3.03	1.025	40
I have a choice to decide what I should do at work.	3.18	1.035	40
I am given enough support and feedback on the work that I do.	2.33	.971	40
I can rely on my head to assist me in work-related problems.	2.35	1.231	40

### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.590	1.975	3.250	1.275	1.646	.263	10



## Pay and Reward

1-3

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.910	.912	3

### Item Statistics

	Mean	Std. Deviation	N
I am satisfied with my total income earned.	3.18	.984	40
I am satisfied with the hourly wage that I receive.	3.20	.966	40
I am satisfied with the amount of recognition that I receive.	3.33	1.023	40

### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.233	3.175	3.325	.150	1.047	.006	3



### Appendix 3: Descriptive Analysis Results for Demographic Profile

#### Demographic

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	89	47.8	47.8	47.8
	Male	97	52.2	52.2	100.0
	Total	186	100.0	100.0	

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Age	186	26	72	47.47	11.486
How long have you been working in this University	186	1	15	5.87	2.995
Valid N (listwise)	186				

Race			
		Frequency	Percent
Valid	Bangladesh	14	7.6
	Chinese	26	13.9
	Indian	111	59.6
	Malay	18	9.7
	Myanmar	12	6.4
	Pakistan	5	2.8
	Total	186	100.0



Nationality			
		Frequency	Percent
Valid	Bangladesh	16	8.6
	Indian	66	35.5
	Malaysian	88	47.3
	Myanmar	10	5.4
	Pakistan	6	3.2
	Total	186	100.0

Level of Education			
		Frequency	Percent
Valid	Bachelor's Degree	8	4.3
	Doctoral Degree	68	36.6
	Master's Degree	110	59.1
	Total	186	100.0

Monthly income			
		Frequency	Percent
Valid	Below RM 3000	2	1.1
	RM 3000.01 – RM 4000.00	12	6.5
	RM 4000.01 – RM 5000.00	14	7.5
	RM 5000.01 – RM 10,000.00	80	43.0
	RM 10,000.01 and more	78	41.9
	Total	186	100.0



My current position is			
		Frequency	Percent
Valid	Associate/ Senior Associate Professor	64	34.4
	Lecturer	41	22.0
	Professor	18	9.7
	Senior Lecturer	63	33.9
	Total	186	100.0

Employment			
		Frequency	Percent
Valid	Contract	140	75.3
	Permanent	46	24.7
	Total	186	100.0



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#### Appendix 4: Descriptive Analysis Results for All Variables

Overall results (186)

Turnover Intention

##### Reliability Statistics

Cronbach's Alpha	N of Items
.838	5

Item Statistics			
	Mean	Std. Deviation	N
I do not think I will spend my entire career with this organization	3.05	1.231	186
I intend to leave this organization within a short period of time	2.39	1.213	186
I have decided to quit this organization	2.23	1.210	186
I am looking at other jobs now	2.52	1.349	186
If I do not get promoted soon, I will look for a job elsewhere	2.89	1.221	186

Training and Development

##### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.890	.890	4

Item Statistics			
	Mean	Std. Deviation	N
My institution provides, extensive training for faculty development.	3.33	1.059	186
My institution provides developmental training programs for faculty every few years.	3.49	.999	186



In my institution, there is formal developmental training to teach new faculty members the skills they need to perform their jobs.	3.25	1.072	186
My institution provides, formal developmental training to faculty members in order to increase their promotion ability in this institution.	3.35	1.057	186

## Job Stress

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.724	.725	10

Item Statistics			
	Mean	Std. Deviation	N
I am pressured to work in longer hours.	2.47	1.126	186
I do have unachievable deadlines.	2.47	1.101	186
I have to work very fast and quick.	2.90	1.154	186
I have to work intensively.	3.01	1.158	186
I have to neglect some tasks because there are too much of work to do.	2.38	1.153	186
I am unable to take enough rest.	2.39	1.144	186
I have a choice in deciding how I do my work.	2.76	1.130	186
I have a choice to decide what I should do at work.	2.78	1.170	186
I am given enough support and feedback on the work that I do.	2.50	1.111	186
I can rely on my head to assist me in work-related problems.	2.48	1.182	186

## Pay and Reward

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.960	.960	3

### Item Statistics

	Mean	Std. Deviation	N
I am satisfied with my total income earned.	3.18	1.146	186
I am satisfied with the hourly wage that I receive.	3.22	1.123	186
I am satisfied with the amount of recognition that I receive.	3.16	1.142	186



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## Appendix 5: Pearson Correlation Analysis Results

### Correlation Analysis

	Turnover Intention	Training & Development	Job Stress	Pay & Reward
Turnover Intention	1			
Training & Development	-.207 **	1		
Job Stress	.513**	-.307**	1	
Pay & Reward	-.423**	.337**	-.407**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Correlations					
		Total Turnover Intention 1-4	Total Training & Development 1-4	Total Job Stress 1-10	Total Pay and Reward 1-3
Total Turnover Intention 1-4	Pearson Correlation	1	-.207**	.513**	-.423**
	Sig. (2-tailed)		.005	.000	.000
	N	186	186	186	186
Total Training & Development 1-4	Pearson Correlation	-.207**	1	-.307**	.337**
	Sig. (2-tailed)	.005		.000	.000
	N	186	186	186	186
Total Job Stress 1-10	Pearson Correlation	.513**	-.307**	1	-.407**
	Sig. (2-tailed)	.000	.000		.000
	N	186	186	186	186
Total Pay and Reward 1-3	Pearson Correlation	-.423**	.337**	-.407**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	186	186	186	186

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Appendix 6: Multiple Regression Analysis Results

### Multiple Regression Analysis Model Summary

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.564 <sup>a</sup>	.318	.307	4.042

a. Predictors: (Constant), total pay and reward 1-3, total training and development 1-4, total job stress 1-10

b. Dependent Variable: total Turnover Intention 1-4

### Multiple Regression Analysis Results

Coefficients <sup>a</sup>										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	8.135	2.345		3.468	.001	3.507	12.762		
	total TD 1-4	.008	.089	.006	.086	.931	-.167	.183	.852	1.174
	total JS 1-10	.325	.054	.410	5.990	.000	.218	.432	.802	1.247
	total PRS 1-3	-.381	.102	-.258	-3.731	.000	-.583	-.180	.785	1.275

a. Dependent Variable: total TI 1-4

TI-turnover intention; TD-training and development; JS-job stress; PRS-pay and reward